

16 February 1956

MEMORANDUM FOR: Head of Intelligence Production Career Service

FROM : Executive Secretary, OBI Career Service Board

SUBJECT : Report on Individual Career Development Planning Program

REFERENCE : Memorandum from Executive Secretary, CIA Career Council, Same Subject, dated 9 February 1956

1. The following information regarding individual career development planning in the Office of Basic Intelligence is submitted in response to the requirements of paragraph 3 of the reference memorandum:

a. The OBI Career Service Board was formally established by Office Notice B-3-55 on 1 December 1955. There have been as yet no Office notices issued to establish individual career planning programs in OBI.

b. No Office procedures for the preparation, review, approval, revision, or implementation of Individual Career Development Plans on all employees have been developed. Following the application and selection procedures set forth in Regulation No. [REDACTED] one employee submitted at the instigation of the OBI Training Officer a Career Development Plan which was approved by the Career Development Committee and is now being implemented.

c. Statistical data:

- (1) Number of Plans currently approved:
 - (a) Formal - one.
 - (b) Informal - none.
- (2) Number of Plans currently in process - none.
- (3) Number of Plans scheduled for processing - none.

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d. No formalized Office requirements or practices have been developed regarding the preparation of Individual Career Development Plans.

2. This Office has serious reservations regarding the feasibility, or even the desirability, of preparing Individual Career Development Plans on any across-the-board basis. The reservations stem from various considerations, all centering upon the question of the need and usefulness of individual Plans for each employee. For example, are Plans to be prepared on personnel GS-5 and below, or GS-15 and above? Should an individual over 50 years of age have a Plan, or an individual over 60? Should a Plan be prepared on a person not a member of the Career Staff? In short, if Plans are not to be prepared on everyone, what are to be the criteria for a selective preparation of Plans?

3. From the office management point of view, the desirability of preparing Plans needs careful study. While some temporary boost in employee morale might result from calling in each individual and ascertaining his wishes and objectives in the future, it is believed that, unless some mechanism is in being to implement each individual's wishes, particularly where they relate to extra-Office rotation, the long-term effects might well be employee dissatisfaction over a supposed failure by management to fulfill what the employee may regard as a tacit promise contained in the Plan.

4. Another problem in preparing Plans lies in the fact that the individual DD/I Offices generally have insufficient knowledge about the personnel requirements, openings, possibilities, etc., of other Offices, to say nothing of the DD/P Area, to effectively advise or otherwise aid the employee in the development of any Career Development Plan that envisions movement outside the Office.

5. This Office has always encouraged its employees to look forward to service in the Central Intelligence Agency as a career. It recognizes the need for developing in qualified individuals the knowledge, background, and understanding necessary to perform skillfully in the vital work of the Agency at large and of the Office in particular. To this end, constant observation and counseling of employees takes place. Each fitness report contains the considered recommendations of the reporting supervisor for future training or other appropriate action for the development of the individual reported upon; these recommendations are carefully noted and weighed by the office management. This process has, over the years, resulted in the career development, through training opportunities or progressive

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professional development in this Office and in transfers to other offices and components, of those individuals whose job-performance and abilities so warranted, although it has not produced any formally written, agreed upon, and approved Individual Career Development Plans as such.

6. It is the conclusion of this Office that the following are needed before it can undertake positive action on preparing formal Individual Career Development Plans:

a. An established Agency policy setting forth all applicable criteria pertaining to grade, age, length of service, duration of Plan, priority of preparation, revision, etc.

b. Established mechanics of operation, including form(s) to be followed, disposition of Plans, implementation procedures, procedures for resolving conflicts, periodicity of review and revision, etc.

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